



County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
Chief Administrative Officer

December 8, 2005

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT CHERI TODOROFF TO THE POSITION OF DIRECTOR, CHILDREN'S MEDICAL SERVICES

Consistent with the County's policies on management appointments, the Department of Health Services (DHS) requests authorization to appoint Ms. Cheri Todoroff to the position of Director, Children's Medical Services (CMS), at an annual salary of \$96,365.52 (\$8,030.46/month), placing her within the second quartile of the salary range, R-12, for this position. This item is vacant and funded in DHS' Fiscal Year 2005-06 Final Budget.

Ms. Todoroff has functioned as the Acting Director for CMS since February of 2004, at her current level of Senior Staff Analyst, Health, an R-9 salary range position. During this time, in accordance with County Code provisions for Management Appraisal and Performance Plan (MAPP) positions, Ms. Todoroff has been provided with a MAPP Temporary Assignment Special Rate (TASR), in addition to her monthly salary of \$6,659.86, for performing the duties of this higher level position. This bonus is equal to \$477.39 per month. Coupled with the TASR, Ms. Todoroff's current monthly salary is \$7,137.25 (\$85,647), equivalent to the bottom of Range 12. Upon appointment to Director, CMS, Ms. Todoroff's promotional salary would represent a 20.6 percent increase over her current base salary and a 12.5 percent increase over her current salary with the bonus.

As Acting Director, Ms. Todoroff is immediately responsible for directing the operations of DHS' state-mandated California Children's Services (CCS) and Child Health and Disability Prevention Programs (CHDP). In fulfilling the role of Acting Director, Ms. Todoroff's responsibilities include, but are not limited to, directing the development

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of implementation policy and procedures, directing the analysis of legislation for effect upon County CCS and CHDP programs, directing the State CCS Due Process and Appeals program, and consulting with numerous administrators of schools for children with special health care needs. Finally, in addition to collaborating with fellow County administrators, Ms. Todoroff facilitates community outreach efforts organized to inform the public of the County's CHDP and to encourage parents to enroll their children in the program.

Including her service as CMS' Acting Director, Ms. Todoroff has more than 15 years of progressively responsible experience in program administration. During this time, Ms. Todoroff has served as the Director of DHS' Immunization Program and Deputy Director of DHS' Sexually Transmitted Disease Program, has successfully initiated the application process for DHS' Medicaid Demonstration Project that garnered \$5.2 billion dollars to restructure DHS, and has served as a planner and health educator for DHS' Drug Abuse Program Office. In addition to her professional expertise, Ms. Todoroff's academic credentials include a bachelor of arts degree in sociology and a master degree in public health, both from the University of California, Los Angeles.

The Department indicates that salary placement for Ms. Todoroff at the second quartile of Range 12, which is below the control point, would be consistent with the level of performance Ms. Todoroff brings to this position and is appropriate when compared to the salaries of the Directors at the other DHS program offices. Based on the information provided by DHS regarding Ms. Todoroff's experience and qualifications, we concur with their request to appoint her to the position of Director, CMS, at an annual salary of \$96,365.52.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by December 16, 2005, we will advise DHS that authorization has been granted to proceed with Ms. Todoroff's appointment to Director, CMS, effective December 19, 2005.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Richard F. Martinez of this office at (213) 974-1758.

Attachments

c: Executive Officer, Board of Supervisors
 Director of Health Services
 Director of Personnel

MANAGEMENT APPOINTMENT REQUEST

Candidate Name:

Cheri Todoroff

Employee No.:

X

(Check one) **NEW HIRE:**

PROMOTION:

FACILITY/PROGRAM

Provide organization chart & highlight the position – Attach electronic copy of organization chart

■ Organization Chart is attached

Describe where the position fits into the management organizational structure:

The Director, Children's Medical Services has immediate responsibility for directing the operations of California Children's Services (CCS) and Child Health and Disability Prevention Programs (CHDP) in the Department of Health Services, Public Health. Under the direction of the Director of Public Health and Health Officer, this position has immediate charge of and responsibility for planning, developing, directing and evaluating the overall activities of CCS, an independent free-standing Countywide program of diagnostic, preventative and rehabilitative care provided to children with special health care needs and for the Child Health and Disability Prevention program, a preventive and treatment health program for children and youth in Los Angeles County.

Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Director, Children's Medical Services plans, develops, manages, implements and evaluates State mandated programs in Los Angeles County for children in accordance with specified standards/levels of patient care; directs the administration and delivery of rehabilitative, diagnostic and preventive medical programs/services, public health services, and treatment and case management services for special populations of pediatric patients; directs strategic planning and develops pro-active activities to operationalize State mandates and program policies; recommends, advocates for, and responds to changes in State regulations for more efficient operation of programs at the local level; directs the development of implementation policy and procedures to conform to State regulations or to improve the efficient operation of programs; directs the development, establishment, and review of standards and appropriateness of medical care delivered by CHDP providers/contractors; participates in conducting compliance audits with County, State and federal officials; and supervises professional staff including physicians, nurses, nutritionists, health educators, social workers, occupational and physical therapists, technical, financial and other professional and administrative staff.

In addition, the position consults/confers with State program officials with respect to proposed changes in program policy, regulations and guidelines; evaluates impact of changes on local programs; directs the analysis of legislation for effect upon County CCS and CHDP programs and makes recommendations; exercises intermediary responsibility and oversight for effective operation of systems to process Medi-Cal claims; confers with fiscal intermediaries to streamline and simplify the processing of Medi-Cal claims; directs the State CCS Due Process and Appeals program; considers and determines grant or denial of service and program action appeals affecting potential or current CCS clients; confers with representatives of various internal and external groups/clients/users such as schools, hospitals, medical and dental offices, providers of health services and insurance companies, providers of medical supplies, and health service centers to assist in establishing standards for care and to initiate procedures to meet requirements of programs; cultivates and maintains effective community, physician and provider relationships; consults and meets with administrators of schools for children with special health care needs and representatives of various school districts; maintains effective working relationships between programs, therapy services and school personnel.

The CMS Director also facilitates community outreach efforts through innovative methods of informing the public of the CHDP Program and encouraging them to enroll their children in the program; interprets programs orally and in writing to medical, nursing, hospital and parent groups, school administrators and other public and private agencies; provides local radio and newspaper media with information about programs; confers and collaborates with other County providers of children's social services such as the Department of Children and Family Services, Department of Public Social Services, and the Women, Infant and Children Program; acts as liaison with local, statewide and national children's advocacy groups; interfaces with other County DHS programs such as Family Health and Personal Health for programmatic linkages such as the State's Childhood Lead Prevention Program, screening and treatment; confers with various dental and medical specialty groups and teaching hospitals to obtain or maintain support for the program or to discuss proposed or initiated changes in the program; initiates establishment of hearing, cardiac and other diagnostic centers in local approved public and non-profit hospitals; and directs the maintenance of records and patient medical files, and the preparation of a variety of reports and correspondence.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Cheri Todoroff has been the Acting Director, Children's Medical Services, Los Angeles County Department of Health Services since February 2004 directing the operations of California Children's Services which includes the Medical Therapy Program and the Child Health and Disability Prevention Program which includes the Health Care Program for Children in Foster Care. Children's Medical Services has an annual budget of \$86 million and 950 budgeted positions, nearly one fourth of all positions in Public Health. Ms. Todoroff was the Director of the Los Angeles County's Immunization Program with an annual budget of \$6 million and a staff of 100. She prepared the final application for the Medicaid Demonstration Project for Los Angeles County, a \$5.2 billion program to restructure the Department. She has held other positions within the Department with the Office of the Health Crisis Manager, Sexually Transmitted Disease Program, and the Drug Abuse Program Office.

The Department conducted an open examination for candidates for this position. The exam bulletin was distributed not only in California to the State and other counties, but nationally. Seven candidates, including three external candidates, were placed on the list and all reachable ones were interviewed. Ms. Todoroff, in band 1, is clearly the best candidate for the position. During the past 21 months, Ms. Todoroff has stabilized a program which was undergoing employee complaints about management. She has also overseen the transition to a new State information system for processing claims. She has demonstrated that she is an able administrator with a good grasp of the policy issues of a complex program.

Provide the candidate's résumé or curriculum vitae – Attach electronic copy
CV is attached

Identify highest paid subordinate reporting to this position

Name: Edward Bloch **Employee #:** **Title:** Chief Physician I, M.D.

Base Monthly Salary: \$11,815.00 Base Annual Salary: \$141,780.00

Calculated Monthly Salary: \$12,838.77 Calculated Annual Salary: \$154,065.24

Identify management position above the position requested

Name: Jonathan E. Fielding **Employee #:** **Title:** Director of Public Health

Base Monthly Salary: \$13,532.00 Base Annual Salary: \$162,384.00

Calculated Monthly Salary: \$7,137.25 Calculated Annual Salary: \$181,054.08

HUMAN RESOURCES

Certify that the position is vacant and budgeted – Attach Item Control

Item Control attached

YES NO

Designate amount of proposed monthly salary based on standard 5.5 increase and/or verify that requested salary is consistent with other managers in the department – Attach County Employee's CWTAPPS Screens: JHST and JBON

CURRENT BASE MONTHLY SALARY: \$6,659.86 ANNUAL BASE SALARY: \$79,918.32 Range: 9, 2nd Quartile

CALCULATED MONTHLY SALARY: \$7,137.25 CALCULATED ANNUAL SALARY: \$85,647.00

PROMOTION: Verify current salary of the individual for whom the request is being submitted, and designate the proposed salary and percentage increase over current salary.

PERCENTAGE INCREASE: 20.58 %

PROPOSED MONTHLY SALARY: \$8030.46 ANNUALLY: \$96,365.52 Range: 12, 2nd Quartile

Provide listing of all internal equivalent positions within facility/program – Attach electronic copy

Verify that candidate is listed on the appropriate Certification List and is reachable – Attach electronic copy

YES X NO

Education

UCLA, Master of Public Health, 1988

UC Berkeley, Bachelor of Arts in Sociology, 1986

Experience

Children's Medical Services, Los Angeles County Department of Health Services

Acting Director

February 2004 – present

Direct the operations of California Children's Services (CCS) which includes the Medical Therapy Program and the Child Health and Disability Prevention (CHDP) Program which includes the Health Care Program for Children in Foster Care. Children's Medical Services has an annual budget of \$86 million and 950 budgeted positions. Plan, develop, implement, and evaluate programs and services provided by CCS and CHDP; direct fiscal, contractual, grants management, personnel, and administrative operations of CCS and CHDP; develop performance measures and monitoring systems; direct the development of policies and procedures to ensure compliance with State regulations; monitor quality of services provided by CHDP providers and direct corrective action when appropriate; oversee systems to process MediCal, Healthy Families, and other claims; direct the CCS due process and appeals program; collaborate with health care providers, schools, regional centers, advocates, and families to provide comprehensive and quality health services to children with special health care needs; act as a liaison with county, regional, and state CCS and CHDP programs and agencies.

Immunization Program, Los Angeles County Department of Health Services

Director

April 1997 – February 2004

Directed the Los Angeles County Immunization Program which has an annual budget of \$6 million and a staff of 100. Planned, directed, and evaluated programs and services to increase immunization coverage levels and reduce the occurrence of vaccine-preventable diseases; directed fiscal, contractual, grants management, personnel, and administrative operations of the Immunization Program; developed partnerships with public and private agencies to provide targeted and countywide immunization programs; provided technical immunization guidance to DHS facilities, managed care organizations, community clinics, hospitals, and private providers; directed community and clinic assessments of immunization services and coverage levels; oversaw surveillance activities and epidemiologic investigations of vaccine-preventable disease cases and outbreaks; directed community and professional education programs and initiatives; provided leadership to the countywide immunization coalition; administered the federal Vaccines for Children program; oversaw development and deployment of the regional immunization registry; developed productive relationships with national, state, and local governmental and professional organizations.

*Medicaid Demonstration Project, Los Angeles County Department of Health Services
Special Assignment*

February 1996 – April 1997

Prepared the final application for the Medicaid Demonstration Project for Los Angeles County, a \$5.2 billion program to restructure DHS; prepared the Operational Protocol for the Medicaid Demonstration Project which included the policy and operating procedures applicable to the project; developed the Project Management Plan which included goals, milestones, timelines, cost estimates, and responsible parties for the Demonstration Project; functioned as liaison with County Counsel, Chief Administrative Office, and contract counsel; developed and maintained timelines for Demonstration Project deliverables and coordinated DHS response; coordinated community forums to obtain private sector input and support for the Demonstration Project application and implementation.

*Office of the Health Crisis Manager, Los Angeles County
Special Assignment*

August 1995 – February 1996

Developed the draft application for the Medicaid Demonstration Project for Los Angeles County including researching Demonstration Projects in other states, obtaining input from DHS senior staff, and writing or coordinating sections of the application; developed Public-Private Partnerships (PPP's) for delivery of health care services including development of contract and program procedures for the establishment of PPP's, participation on PPP negotiation teams, PPP contract development, and preparation of written reports and Board letters related to the PPP's.

*Sexually Transmitted Disease Program, Los Angeles County Department of Health Services
Deputy Director*

January 1991 – February 1997

Provided administrative direction to STD Program divisions, branches, units and projects; assigned, directed, and evaluated the work of STD Program personnel; collaborated with the Program Manager to prepare budgets and manage STD Program finances; developed goals and objectives for STD prevention and control; analyzed health services and epidemiological data and made recommendations on the allocation of resources and opportunities for improving operations; formulated and implemented STD-related policies and strategies; financial, grant, and contract management; developed, implemented, and evaluated intervention and prevention projects; provided technical assistance to, and coordinated activities with, other DHS programs, community based organizations, private providers, and managed care organizations; acted as a liaison with CDC and other funding agencies; coordinated STD Program evaluation and research projects; analyzed STD-related legislation and made recommendations; made oral and written presentations to local, state, and national health care professionals and policy makers; functioned as the Acting Director of the STD Program in the absence of the Director; managed 20 to 30 employees including public health nurses, public health investigators, epidemiologists, health educators, research analysts, project directors, and community workers.

*Drug Abuse Program Office, Los Angeles County Department of Health Services
Planner/Health Educator*

January 1989 – January 1991

Developed countywide plan for drug abuse treatment services; conducted needs assessment for drug abuse treatment services in Los Angeles County; collaborated with community based organizations to develop drug abuse treatment programs; planned, conducted, and evaluated HIV education and training programs for clients and staff at drug abuse treatment agencies; developed and evaluated educational materials and training curricula; coordinated countywide HIV education program for probationers.

CHILDREN'S MEDICAL SERVICES

